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16 December 1946

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COOKDINATION OF COLLECTION ACTIVITIES References: C.I.G.

Mcmorandum by the Director of Central Intelligence

- 1. Pursuant to the instructions of the Intelligence
 Advisory Board at its 11th meeting on 26 November 1946 the

 ad hoc committee designated at that time has met and considered
 amendments to
- 2. Accordingly the Draft M.I.A. Directive in Factoric "A," concurred in by the ad hoc committee, is submitted herewith.
- 3. It is recommended that the Director of Central Intelligence and the Intelligence Advisory Board, acting for the National Intelligence Authority pursuant to paragraph 3 of N.I.A. Directive No. 1, approve the Draft F.I.A. Directive in Enclosure "A."

HOYT S. VANDEWBURG Licutement General, USA Director of Central Intelligence

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PROPOSED N.I.A. DIRTCTIVE

COORDINATION OF COLLECTION ACTIVITIES

- 1. The following over-all policies and objectives are established by the National Intelligence Authority for the inter-departmental coordination of collection activities so that measures may be taken promptly to effect sound and efficient utilization of the various departmental overseas collecting and reporting services:
 - a. There shall be an allocation within certain broad categories of agency responsibility for collection in the field.
 - <u>b</u>. The senior U. S. representative in each foreign area where the United States maintains a foreign service mission shall be responsible for the coordination of all collection activities within his area, and for the proper implementation of the requirements and responsibilities of the respective agencies.
 - c. All collection facilities will be utilized to their maximum within budgetery limitations for the production of that full flow of intelligence raterial which is the major need of all departments.
 - d. There shall be free and unrestricted interdepartmental flow of intelligence information and intelligence to meet the recognized secondary need of each department for intelligence usually prepared or obtained by other departments. At present this Directive is interpreted to apply only to those departments represented by the permanent members of the Intelligence Advisory Board.
 - c. Common sense shall be applied in the implementation of these established over-all policies and objectives

to insure the full utilization of individual initiative and favorable contacts by collecting agents.

f. No interpretation of these established over-all policies and objectives shall negate the basic principle that all departmental representatives abroad are individually responsible for the collection and for the appropriate transmission to Washington of all intelligence material of possible usefulness to their departments and to the effective accomplishment of the national intelligence mission.

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21 November 1946

CENTRAL INTELLIGENCE GROUP

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COORDINATION OF COLLECTION ACTIVITIES References:

Memorandum by the Director of Central Intelligence

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The Special Assistant to the Secretary of State for suggested that the Research and Intelligence, in Interdepartmental Coordinating and Planning Staff (ICAPS) make a tentative report on the basic delineation of responsibilities for collecting foreign intelligence information. The Intelligence Division, War Department General Staff, in submitted a proposed agreement which contained

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a statement of principles on the same subject.

2. Accordingly, the draft N.I.A. directive in Enclosure

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"A", prepared by ICAPS in the light of is submitted herewith for consideration by the Intelligence Advisory Board. The draft C.I.G. directive in Enclosure "B" contains a tentative proposal to implement the over-all

policies and objectives in Enclosure "A".

3. It is therefore recommended that the Director of Central Intelligence and the Intelligence Advisory Board, acting for the National Intelligence Authority pursuant to paragraph 3 of N.I.A. Directive No. 1, approve the draft N.I.A. directive in Enclosure "A".

> HOYT S. VANDENBERG Lieutenant General, USA Director of Central Intelligence

ENCLOSURE "A"

DRAFT

PROPOSED N.I.A. DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

- l. The following over-all policies and objectives are established by the National Intelligence Authority for the interdepartmental coordination of collection activities so that measures may be taken promptly to effect sound and efficient utilization of the various departmental overseas collecting and reporting services:
 - a. There shall be an allocation within certain broad categories of agency responsibility.
 - <u>b</u>. There shall be an intelligence coordinator for each foreign area as well as a coordinator in the person of the Director of Central Intelligence in Washington to insure proper implementation of the coordinated collection program.
 - c. Unproductive duplication and uncoordinated overlap shall be discontinued so that all collection facilities may be utilized to their maximum within budgetary limitations for the production of that full flow of intelligence material which is the major need of all departments.
 - d. There shall be free and unrestricted interdepartmental flow of information and intelligence to meet the recognized secondary need of each department for intelligence in categories other than its own in the development of its departmental intelligence.
 - e. Common sense shall be applied in the implementation of these established over-all policies and objectives to insure the full utilization of individual initiative and favorable contacts by collecting agents.
 - <u>f.</u> No interpretation of these established over-all policies and objectives shall negate the basic principle that all intelligence representatives abroad are individually responsible for the collection and for the appropriate transmission to Washington of all intelligence material of possible usefulness to the effective accomplishment of the national intelligence mission.

Enclosure "A"

ENCLOSURE "B"

DRAFT

PROPOSED O.I.G. DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

Memorandum by the Director of Central Intelligence,

1. To implement the over-all policies and objectives established by the National Intelligence Authority for the interdepartmental coordination of collection activities, the following program is announced:

ALLOCATION OF RESPONSIBILITY AND AGENCY INTERDEPENDENCE.

a. By mutual agreement the over-all field of departmental intelligence collection responsibility shall be allocated along the following lines:

State Department Cultural State Department 3 Sociological State Department Economic State Department International State Department Military (Army, Army Air Force, and Separate Air Force) War Department Naval (Navy, Navy Air, or Fleet Air Arms) Navy Department Scientific Each agency in accordance with its respective interests

The allocations of departmental responsibility in 2-a above shall by mutual agreement be further broken down as follows:

(1) State

Political

- (a) Political
- Economic (i) Commercial (ii) Industrial (b)) As related to the (iii) Raw materials) civilian economy (iv) Agricultural)
- (c) Sociological
- (d) Cultural

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- (e) Communications (Commercial, Civilian)
- (f) Transport (Civilian road, rail, air, water)
- (g) Scientific-Technical (Civilian).

(2) War Department

- (a) Foreign service ground forces (including establishment; service organization serving both air and ground jointly, and higher headquarters controlling or directing both ground and air forces).
- (b) Economic (Military) (includes over-all war potential studies).
- (c) Scientific and Technical (Military)
- (d) Communications (ground military, both electrical and physical).
- (e) Manpower, morale, health and medicine (as applied to ground and common service forces and over-all war potential).
- (f) Transport (military land service).
- (g) Terrain and geographic.

(3) Navy Department

- (a) Foreign navies and naval operations.
- (b) Foreign naval shore, sea and air establishments.
- (c) Naval economics (includes studies of harbors, port facilities, raw materials and manufacturing facilities as applied to naval mateters; importance and vulnerability of targets).
- (d) Manpower and naval health and medicine (as applied to naval war potentials).
- (e) Communications (naval).
- (f) Scientific and Technical (Naval)
- (g) Transport (naval).
- (h) Hydrography and meteorology (as it affects naval operations).

(4) Army Air Force

- (a) Foreign Air Forces (including establishment; ground organizations designed for or allocated to its service and support).
- (b) Economics (as applied to air capabilities and vulnerabilities only).

- (c) Manpower, morale, health and medicine (as applied to air capabilities and vulnerabilities).
- (d) Scientific and Technical (Air)
- (e) Communications (including military airways and airways communications and aids to air navigation (ground communications facilities and equipment of types which are organic to the U.S. Army Air Forces); and civil facilities suitable for military use).
- (f) Meteorology.
- c. In preparing reports under this allocation, reporting agents shall constantly bear in mind the fact that one or more agencies other than the agency of responsibility may have a secondary interest in any category; and they shall take full cognizance of such interest as it may be expressed either in any basic interagency collection guide or in special agency collection directives.
- <u>d</u>. Intelligence reports, regardless of source, shall be routed direct to the agency having responsibility in this category.
- e. There shall be a free and unrestricted interdepartmental flow of information and intelligence. No agency shall attempt to maintain complete file or research facilities in categories not of its responsibility, but shall request and receive from the agency having responsibility in the category those intelligence reports necessary to the development of its own departmental intelligence.

3. DESIGNATION AND DUTIES OF INTELLIGENCE COORDINATOR.

a. Each foreign area shall have an intelligence coordinator who shall supervise and direct the activities of intelligence personnel within his area to the end that the intelligence objectives of the Government as a whole and the collection directives of the respective intelligence agencies shall be most efficiently and expeditiously accomplished. The responsibility for this program shall rest with:

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- (1) The Chief of a U. S. Diplomatic Mission where such exists and no U. S. commander has a military responsibility within the area.
- (2) The Senior U. S. Military Commander (Army or Navy) where no Diplomatic Mission exists for the area.
- (3) Both the Chief of Mission and the Senior U. S. Military Commander where both have jurisdiction in the area. In such cases each intelligence coordinator will be responsible only for the activities of the personnel under his administrative control. Over-all intelligence coordination will be furnished by a designee of the Director of Central Intelligence and approved by the I.A.B.
- (4) An intelligence coordinator designated by the Director of Central Intelligence through the appropriate I.A.B. member agency in cases not covered by the above.

 U. S. Territories and Possessions fall under this category in so far as they constitute sources of foreign intelligence.
- \underline{b} . To implement this program each intelligence coordinator shall:
 - (1) Maintain a local coordinated intelligence file in all categories.
 - (2) Insure that all subjects in the above allocated categories are being covered by intelligence reports and that the responsibility for such reports delegated to departmental field representatives so far as possible are in accordance with the appropriate departmental responsibility.
 - (3) Insure that whenever one or more of the departmental intelligence agencies are not represented at a foreign post or the appropriate representative is unable for
 any reason to carry out his mission, reporting on the categories of those departmental responsibilities is delegated
 to the extent possible to other members of the staff. When
 such delegation is other than temporary the coordinator

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will advise his parent agency of his action and the reasons therefor.

- c. To assist the coordinator in his over-all responsibility:
- (1) All standing field collection instructions will be reviewed by the initiating agency and in coordination with the Central Intelligence Group be replaced when appropriate by a basic interagency collection guide and index to insure that all reports designed to supply basic intelligence data shall meet the requirements of the several agencies as to format and content.
- (2) National collection directives based on research requirements corresponding to current essentials of national intelligence shall be issued and revised on a continuing basis and shall supplement interagency collection directives.
- (3) All intelligence agency collection directives related to policies established in N.I.A. Directives as distinct from national interagency collection directives such as those reflecting the National Intelligence Requirements shall be coordinated with the Director of Central Intelligence before or concurrently with issuance.

4. RESPONSIBILITIES OF COLLECTING AGENTS

- a. Field representatives of each intelligence agency will be directed by their agency to:
 - (1) Cooperate in the coordination measures prescribed by the intelligence coordinator.
 - (2) Promptly enter into the local intelligence file copies of all source material and intelligence reports prepared by them and falling within their departmental categories.
 - (3) Bring to the attention of the appropriate representative and enter into the local intelligence file any other intelligence data of interest to the latter which may come to the former's attention.

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- (4) Collect information and prepare intelligence reports other than within their own categories when specifically directed by their agency or by the intelligence coordinator.
- (5) Promptly forward to their home offices intelligence reports reflecting the source materials which have been collected and entered into the local intelligence file from any source and which fall within their departmental categories.
- (6) Make available to the intelligence coordinator and to the other field representatives all collection directives and instructions which are received from their parent agencies.
- b. Nothing in this directive shall be interpreted as authorizing the suppression or substantive change of any intelligence report by any responsible officer without the concurrence of the officer preparing the report. Intelligence material which may have no significance to field representatives in a single area or which may appear to be at complete variance with the over-all trend may have great significance and form a definite part of a picture being developed by the individual intelligence agency or by the Central Intelligence Group. However, any dissenting opinion or commentary will be incorporated in the report before its submission.
 - c. To insure the greatest interchangeability of reports:
 - (1) The various report forms now in use by the respective intelligence agencies will as far as practicable be standardized to insure their greatest usefulness to all the agencies.
 - (2) All reports prepared will bear, in addition to that information required by the respective agencies, the following:
 - (a) Name of collector and name of reporter.
 - (b) File index number of each member agency.

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- (c) Local field distribution.
- (d) Recommended Washington distribution.
- d. Each agency receiving information from the field will ultimately be responsible only for the distribution within its own department and to the C.I.G. The C.I.G. will ultimately be responsible for all interagency distribution.

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28 October 1946

CENTRAL INTELLIGENCE GROUP

PROPOSED AGREEMENT TO COORDINATE INTELLIGENCE ACTIVITIES OF THE STATE, WAR AND NAVY DEPARTMENTS

Menorandum by the Secretary

The enclosed draft agreement, received by the Central Intelligence Group from the Intelligence Division, War Department General Staff, is circulated herewith to the Intelligence Advisory Board for information in connection with

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JAMES S. LAY, JR. Secretary, N.I.A.

ENCLOSURE

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AN AGREEMENT TO COORDINATE THE INTELLIGENCE ACTIVITIES OF THE WAR DEPARTMENT, NAVY DEPARTMENT, AND STATE DEPARTMENT

Prepared by the Intelligence Division, War Department General Staff

- 1. In order to coordinate the intelligence activities of the War Department, Navy Department, and State Department and thus save manpower without loss of national intelligence efficiency, it is essential:
 - a. That there be a minimum of overlap in the intelligence functions of the three departments.
 - b. That there be a free and unrestricted interdepartmental flow of information and intelligence.
 - 2. The following principles are therefore agreed to:

a. Frimary responsibility

Certain subjects are of primary interest to each of the three departments. Such subjects shall be allocated to each agency respectively and shall be considered the subjects of primary responsibility for that agency. Each agency may retain all intelligence functions relating to the USSR and the satellite nations until such time as it may seem advisable to allocate responsibilities as for other areas.

b. Research, evaluation and analysis

Each agency shall be responsible for research, evaluation and analysis of those subjects for which it has primary responsibility.

c, Collection

Field collection shall follow the line of primary responsibility to prevent duplication of effort. Common sense application should be applied to take advantage of individual

initiative and favorable contacts. The principle should never be applied in the sense of regimentation. Matters of principle will be coordinated between departments in Washington. Coordination of collection effort within the scope of enunciated principles will be the function of the Chief of Mission. Reports regardless of source will be routed direct to the agency of primary responsibility.

d. Estimates

Each agency is responsible for the production of estimates and other projects for its own department. Agencies will, therefore, provide information and intelligence on their respective subjects of primary responsibility to the other agencies as their needs require.

e. Direct communication

Each agency may call on another agency for information and intelligence on those subjects for which that agency has princry responsibility.

f. Who's who

Each agency shall collect information and maintain files on personalities within their subjects of primary responsibility. A central master file shall be maintained for common reference.

g. Strategic Intelligence Digest

Each agency shall contribute and keep current chapters of a digest of factual information on each country of the world. Chapter responsibility shall be the same as the subjects of primary responsibility. The form of such digest shall follow generally the Strategic Intelligence Digest form now in preparation by the Intelligence Division, War Department.

n. Supervision

To insure the coordination of the Intelligence agencies and maintain the highest standards of intelligence production, a central agency shall maintain necessary supervision of interdepartmental cooperation and production.

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25 October 1946

CENTRAL INTELLIGENCE GROUP

RESPONSIBILITIES OF THE DEPARTMENT OF STATE FOR REPORTING AND COLLECTION OF INFORMATION AND INTELLIGENCE

Memorandum by the Secretary, N.I.A.

As requested, the enclosed memorandum for the Director of Central Intelligence from the Special Assistant to the Secretary of State for Research and Intelligence is circulated for consideration at an early meeting of the Intelligence Advisory Board.

In the meantime, the Enclosure has been referred to the Interdepartmental Coordinating and Planning Staff (ICAPS) for action as suggested in paragraph 5 thereof.

JAMES S. LAY, JR. Secretary, N.I.A.

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ENCLOSURE

Special Assistant to the Secretary of State Washington

October 18, 1946

MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

Subject: Responsibilities of the Department of State for Reporting and Collection of Information and Intelligence

- 1. The Department of State is increasingly anxious to eliminate duplication of effort, in the field, with respect to collecting and reporting intelligence information. The duplica-. tion seems to stem from a failure to define and to distinguish basic departmental responsibilities.
 - 2. Current meetings under the sponsorship of your Interdepartmental Coordinating and Planning Staff have explored this problem. It has been touched upon in meetings of the Intelligence Advisory Board. Since volume of information is a major need of all Departments and since duplication of collecting effort to that extent reduces the flow, it is essential that measures be taken promptly to effect sound, efficient utilization of the various departmental overseas reporting and collection services.
- 3. As a prerequisite to any such measures the Departments and the CIG must agree upon basic delineation of responsibilities. To that end, the Department of State proposes that it assume complete responsibility for the overt procurement of information and intelligence in foreign areas on all political, economic, social and cultural matters. It also proposes that it assume the responsibility for scientific information and intelligence with such exceptions as fall within the naval and military fields.

- 4. It should be noted that "complete responsibility" does not connote "complete activity". Obviously circumstances will produce variations in capabilities at the separate collecting points, and it is to be expected that each Department will want to assist other Departments wherever possible.
- 5. The Department of State requests that this proposal be placed on the agenda for an early meeting of the IAB. Meanwhile it is suggested that the subject be referred to ICAPS in connection with its interdepartmental meetings on collection, and that ICAPS be asked to make a tentative report, if possible, before the IAB meeting takes place.

William A. Eddy Special Assistant for Research and Intelligence

cc to: Gen. Chamberlin - ID, WDGS Adm. Inglis - ONI

- A-2 Gen. McDonald

PROPOSED C.I.G. DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

1. To implement the over-all policies and objectives established by the National Intelligence Authority for the interdepartmental coordination of collection activities, the following program is announced:

2. RESPONSIBILITIES.

<u>a.</u> The over-all field of collection shall be allocated to the field representatives of the various agencies broadly as follows:

Political State Department

Cultural State Department

Sociological State Department

Military War Department

Naval Navy Department

Economic) Each agency in accordance with its respective

Scientific) Meeds

- <u>b</u>. In preparing reports under this allocation, reporting agents shall constantly bear in mind the fact that one or more agencies other than the agency of responsibility may have secondary needs in any category; and they shall take full cognizance of such needs as they may be expressed either in any basic interagency collection guide or in agency directives.
- c. Intelligence information and material regardless of the collector, shall, wherever possible, be transmitted immediately to the field representative of the agency most concerned. However, the collector may also send copies to his own agency.
- \underline{d}_{\bullet} There shall be free and unrestricted interdepartmental flow of information and intelligence.
- 3. DESIGNATION AND DUTIES OF THE COORDINATING OFFICIAL.
 - a. In all areas where the United States maintains a foreign

service establishment, the senior U. S. representative will be responsible for the coordination of the collection effort within the scope of enunciated principles and the collection directives of the respective intelligence agencies to the end that the intelligence objectives of the government as a whole shall be most efficiently and expeditiously accomplished.

- b. Field collection shall generally follow, but not be limited by the responsibilities of the respective departments or agencies. The coordinating authority in the implementation of the respective collection programs shall take full advantage of individual abilities and contacts.
- c. To implement this program each coordinating authority shall, wherever practicable and within the limits of security requirements:
 - (1) Establish a Central Intelligence File for the use of all authorized personnel.
 - (2) Insure to the best of his ability that the collection missions of the respective department or agency representatives are being promptly and adequately accomplished; that collection duplication is avoided and that the information obtained is properly channeled.
 - (3) Insure that whenever one or more of the departmental intelligence agencies are not represented at a foreign post or the appropriate representative is unable for any reason to carry out his mission, the reporting responsibility is allocated to the extent possible to other members of the staff. When such delegation is other than temporary the responsible officer will advise his parent agency of his action and the reasons therefor.
 - RESPONSIBILITIES OF COLLECTING AGENTS.
- a. Field representatives of each intelligence department or agency will be directed by their department or agency to:
 - (1) Cooperate in the coordination measures prescribed by the responsible officer as set out in paragraph 3 above.

- (2) Promptly bring to the attention of the proper representatives of other departments or agencies any intelligence information or material of concern to them.
- (3) Collect information and prepare intelligence reports other than within their own categories when specifically directed by their agency or by the senior U. S. representative.
- (4) Make available to the senior U. S. representative all collection directives and instructions which are received from their departments.
- b. Nothing in this directive shall be interpreted as authorizing any officer to delay, suppress, or make substantive changes in any intelligence report vithout the concurrence of the officer submitting the report. Intelligence information and material which may have no significance to field representatives in a single area or which may appear to be at complete variance with the over-all trend may have great significance and form a definite part of a picture being developed by the individual department or by the Central Intelligence Group. Any dissenting opinion or commentary will either be incorporated in the report, or submitted separately as promptly as possible.
- c. Subject to the limitations of security, reports will bear the following information:
 - (1) Name of collector and name of reporter.
 - (2) The CIG index number (when established).
 - (3) Local distribution given the report.

Subject: XXXXXXX Proposed N.I.A. Directive	- "Boordination of Collection Activiti
1. The subject paper is:	
a. Approved without change	<u>~ 039</u>
b. Approved, subject to the minor amendments sot out below	
c. Disapproved. Request meeting of I.A.B. to consider paper	
2. Suggestions or amendments: *	
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(Si	gnature) (/
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	(Date)
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eturn to: Room 2 165 New War Dept. Bldg.	
Inclusion of suggestions or amendments may	

MEMORANDUM FOR 'E SECRETARY, NATIONAL INTI I Subject: C.I.G Proposed N.I.A. Directive Collection Activities	
1. The subject paper is:	
a. Approved without change	X
$\underline{\mathtt{b}}$. Approved, subject to the minor amondments set out below	
c. Disapproved. Request meeting of I.A.B. to consider paper	
2. Suggestions or amendments: *	

S. J. (Signature)

Major depared, G. S. C. Director of Telefliques

DEC 27 1946

(Date)

2170 Return to: Room 2165

New War Dept. Bldg.

^{*} Inclusion of suggestions or amendments may require security classification of paper.

MEMOR	ANDUM FOR THE SECRETARY, NATIONAL INTELL_GENCE AUTHORITY:
	Subject: C.I.G. (Coordination of courtin activities
1.	The subject paper is:
	a. Approved without change affrond.
	b. Approved, subject to the minor amondments set out below
	c. Disapproved. Request meeting of I.A.B. to consider paper
2.	Suggestions or amendments: *
	William arldy (Signature) (Dec. 24 1946 (Date)
Retur	n to: Room 2165 New War Dept. Bldg.

MEMORANDUM FOR THE SECRETARY, NATIONAL INITIGENCE AUTHORITY:

Subject: C.I.G.

- 1. The subject paper is:
 - a. Approved without change
 - b. Approved, subject to the minor amondments set out below
 - \underline{c} . Disapproved. Request meeting of I.A.B. to consider paper
- 2. Suggestions or amendments: *

Allan Mark (Signature)

27 Do (Date)

Return to: Room FIRT New War Dept. Bldg. JOHN A. SAMFORD
Brig. General, U. S. Army
Deputy, Assistant Chief of Air Staff = 2

^{*} Inclusion of suggestions or amendments may require security classification of paper.

CONFIDENCE.

DEC 23 1946

MUMORANDUM FOR UR. UDDY
GUNERAL CHAMBERLIN
ADMIRAL INGLIS
GUNERAL MCDONALD

Subject: Coordination of Collection Activities

- 1. There is attached hereto the proposed N.I.A. Directive relating to Coordination of Collection Activities, as amended at the 12th I.A.B. meeting held on 20 December 1946.
- 2. While it is assumed that the I.A.B. approved this paper at this meeting, the minutes do not so indicate.
- 3. In order that the record may be complete, it is requested that the attached voting slip be accomplished and returned to this office at the earliest practicable date.

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Acting Secretary, N.I.A.

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Enclosures:
Proposed N.I.A. Directive
Voting Slip

distribution:
Executive Registry (1)
Central Records (2)

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MEMORANDUM FOR THE SECT	RETARY, NATIONAL	INTELGENCE	AUTHORITY:
Subject: C.I.G.			
1. The subject paper	? is:		α
a. Approved without	out change		M3 1
<u>b</u> . Approved, subj amondments set	ect to the minor out below		

c. Disapproved. Request meeting of I.A.B. to consider paper

2. Suggestions or amendments: *

(Signature)
19 Dec V6

Return to: Room 2165 New War Dept. Bldg.

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* Inclusion of suggestions or amendments may require security classification of paper.

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(Date)

^{*} Inclusion of suggestions or amendments may require security classification of paper.

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16 December 1946

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COORDINATION OF COLLECTION ACTIVITIES References:

Memorandum by the Director of Central Intelligence

- 1. Pursuant to the instructions of the Intelligence Advisory Board at its 11th meeting on 26 November 1946 the ad hoc committee designated at that time has met and considered amendments to
- 2. Accordingly the Draft N.I.A. Directive in Factories "A," concurred in by the <u>ad hoc</u> committee, is submitted herewith.
- 3. It is recommended that the Director of Central Intelligence and the Intelligence Advisory Board, acting for the National Intelligence Authority pursuant to paragraph 3 of N.I.A. Directive No. 1, approve the Draft N.I.A. Directive in Enclosure "A."

HCYT S. VANDEMBERG Licutement General; UGA Director of Central Intelligence

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PROPOSED N.I.A. DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

- 1. The following over-all policies and objectives are established by the National Intelligence Authority for the inter-departmental coordination of collection activities so that measures may be taken promptly to effect sound and efficient utilization of the various departmental overseas collecting and reporting services:
 - a. There shall be an allocation within certain broad categories of agency responsibility for collection in the field.
 - <u>b</u>. The senior U. S. representative in each foreign area where the United States maintains a foreign service mission shall be responsible for the coordination of all collection activities within his area, and for the proper implementation of the requirements and responsibilities of the respective agencies.
 - c. All collection facilities will be utilized to their maximum within budgetary limitations for the production of that full flow of intelligence raterial which is the major need of all departments.
 - d. There shall be free and unrestricted interdepartmental flow of intelligence information and intelligence
 to meet the recognized secondary need of each department
 for intelligence usually prepared or obtained by other
 departments. At present this Directive is interpreted
 to apply only to those departments represented by the
 permanent members of the Intelligence Advisory Board.
 - <u>c</u>. Common scrse shall be applied in the implementation of these established over-all policies and objectives

to insure the full utilization of individual initiative and favorable contacts by collecting agents.

f. No interpretation of these established over-all policies and objectives shall negate the basic principle that all departmental representatives abroad are individually responsible for the collection and for the appropriate transmission to Washington of all intelligence material of possible usefulness to their departments and to the effective accomplishment of the national intelligence mission.

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10 December 1946

CENTRAL INTELLIGENCE GROUP

COORDINATION OF COLLECTION ACTIVITIES
References:

Memorandum by the Director of Central Intelligence

- 1. Pursuant to the instructions of the Intelligence Advisory Board at its 11th meeting on 26 November 1946 the ad hoc committee designated at that time has met and considered amendments to
- 2. Accordingly the Draft N.I.A. Directive in Enclosure "A", concurred in by the ad hoc committee, is submitted herewith for approval by the Intelligence Advisory Board. Enclosure "B" contains a Draft C.I.G. Directive to implement the overall policies and objectives enunciated in Enclosure "A".
- 3. It is recommended that the Director of Central Intelligence and the Intelligence Advisory Board, acting for the National Intelligence Authority pursuant to paragraph 3 of N.I.A. Directive No. 1, approve the Draft N.I.A. Directive in Enclosure "A".

HOYT S. VANDENBERG Lieutenant General, USA Director of Central Intelligence

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ENCLOSURE "A"
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PROPOSED NIA DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

- 1. The following overall policies and objectives are established by the National Intelligence Authority for the interdepartmental coordination of collection activities so that measures may be taken promptly to effect sound and efficient utilization of the various departmental overseas collecting and reporting services:
 - a. There shall be an allocation within certain broad categories of agency responsibility for collection in the field.
 - b. The senior U. S. representative in each foreign area where the United States maintains a foreign service mission shall be responsible for the coordination of all collection activities within his area, and for the proper implementation of the requirements and responsibilities of the respective agencies.
 - c. All collection facilities will be utilized to their maximum within budgetary limitations for the production of that full flow of intelligence material which is the major need of all departments.
 - d. There shall be free and unrestricted interdepartmental flow of intelligence information and intelligence to meet the recognized secondary need of each department for intelligence usually prepared or obtained by other departments. At present this agreement is interpreted to apply only to those departments represented by the permanent members of the IAB.
 - e. Common sense shall be applied in the implementation of these established overall policies and objectives to insure the full utilization of individual initiative and favorable contacts by collecting agents.
 - f. No interpretation of these established overall policies and objectives shall negate the basic principle that all departmental representatives abroad are individually responsible for the collection and for the appropriate transmits that we shington of all intel-

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ligence material of possible usefulness to their departments and to the effective accomplishment of the national intelligence mission.



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ENCLOSURE "B"

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PROPOSED CTG DIRECTIVE

COORDINATION OF COLLECTION ACTIVITIES

1. To implement the overall policies and objectives established by the National Intelligence Authority for the interdepartmental coordination of collection activities, the following program is announced:

2. RESPONSTBILITIES.

a. The overall field of collection shall be allocated to the field representatives of the various agencies broadly as follows:

Political State Department

Cultural State Department

Sociological State Department

Military War Department

Naval Navy Department

Economic Scientific Scientific State Department

- b. In preparing reports under this allocation, reporting agencies shall constantly bear in mind the fact that one or more agencies other than the agency of responsibility may have secondary needs in any category; and they shall take full cognizance of such needs as they may be expressed either in any basic interagency collection guide or in agency directives.
- c. Intelligence information and material regardless of the collector, shall wherever possible be transmitted directly to the agency most concerned through the representative of that agency. However, the collector may also send copies to his own agency.
- d. There shall be free and unrestricted interdepartmental flow of information and intelligence.
- 3. DESIGNATION AND DUTIES OF THE COORDINATING OFFICIAL.
 - a. In all areas where the United State maintains a foreign ser-

vice mission, the senior U. S. representative will be responsible for the coordination of the collection effort within the scope of enunciated principles and the collection directives of the respective intelligence agencies to the end that the intelligence objectives of the government as a whole shall be most efficiently and expeditiously accomplished.

- b. Field collection shall generally follow, but not be limited by the responsibilities of the respective departments or agencies. The coordinating authority in the implementation of the respective collection programs shall take full advantage of individual abilities and contacts.
- c. To implement this program each coordinating authority shall, wherever practicable and within the limits of security requirements:
 - (1) Establish a Central Intelligence File for the use of all authorized personnel.
 - (2) Insure to the best of his ability that the collection missions of the respective department or agency representatives are being promptly and adequately accomplished; that collection duplication is avoided and that the information obtained is properly channeled.
 - (3) Insure that whenever one or more of the departmental intelligence agencies are not represented at a foreign post or the appropriate representative is unable for any reason to carry out his mission, the reporting responsibility is allocated to the extent possible to other members of the staff. When such delegation is other than temporary the responsible officer will advise his parent agency of his action and the reasons therefor.

4. RESPONSIBILITIES OF COLLECTING AGENTS.

- a. Field representatives of each intelligence department or agency will be directed by their department or agency to:
 - (1) Cooperate in the coordination measures prescribed by the responsible officer as set out in paragraph 3 above.
 - (2) Promptly bring to the attention of the proper representatives of other departments or agencies any intelligence information or material of concern to them.

- (3) Collect information and prepar intelligence reports other than within their own categories when specificially directed by their agency or by the senior U. S. representative.
- (4) Make available to the senior U. S. representative all collection directives and instructions which are received from their departments.
- b. Nothing in this directive shall be interpreted as authorizing any officer to delay, suppress, or make substantive changes in any intelligence report without the concurrence of the officer submitting the report. Intelligence information and material which may have no significance to field representatives in a single area or which may appear to be at complete variance with the overall trend may have great significance and form a definite part of a picture being developed by the individual Department or by the Central Intelligence Group. Any dissenting opinion or commentary will either be incorporated in the report, or submitted separately as promptly as possible.
- c. Subject to the limitations of security, reports will bear the following information:
 - (1) Name of collector and name of reporter.
 - (2) The CIG index number (when established).
 - (3) Local distribution given the report.

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CENTRAL INTELLIGENCE GROUP



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DISPOSITION FORM

FROM	TO	DATE				FROM	10	DATE	
	х	DIRECTOR OF CENTRAL INTELLIGENCE						CHIEF, CENTRAL REPORTS STAFF	
	4)-		DEPUTY DIRECTOR, C.I.G.						W. Europe-Africa Branch
				ANT TO THE DIRECTOR					E. Europe-USSR Branch
			SECRETARY, N.I.A.						Middle East-India Branch Far East-Pacific Branch
26 G 1966		CHIEF OF OPERATIONAL SERVICES Acting Chief, ICAPS						Western Hemisphere Branch	
		49,40	CHIEF, CENTRAL PLANNING STAFF Policy & Review Branch						ADMINISTRATIVE OFFICER Personnel Branch
	l		Information Branch						Budget & Fiscal Branch
	<u> </u>		Intelligence Branch						Administrative Services Branch
	l		Securit	Security Branch					Central Records
	Support Branch			.,	L		L	Security Branch	
REFERENCES: Minutes of Meeting Held in Room 2178 3 December, subj: Coordination of Collection Activities				ENCLOSURES:			ACTIO	١	DIRECT REPLY
				Held in Room 2178 3 December, subj: Coordination of Collection Activi-	SIGNATU		RECOMMENDATIO		DNCOMMENT
							TURE.	FILE	
							INFORMATION RETURN		NOTE
									MAIL
					PREPAI	RATION	OF REPLY		

REMARKS:

Subject: Minutes of ad hoc Committee appointed by 11th IAB Meeting to Consider

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1. Attached hereto are the minutes of the subject meeting. Your attention is specifically invited to the last paragraph outlining future action.

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(Continue "Remarks" on back, if necessary)

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CENTRAL INTELLIGENCE (ROUP

INTERDEPARTMENTAL COORDINATING AND PLANNING STAFF

Minutes of the Meeting Held in Room 2178

The New War Department Building
On Tuesday, 3 December 1946 at 1400

COORDINATION OF COLLECTION ACTIVITIES

PRESENT

Gen. John A. Samford - AAF-2 Mr. George R. Fearing, Jr. - State Col. Riley F. Ennis - ID, WDGS Capt. Ranald M. MacKinnon, USN - ONI Mr. Philip G. Strong - State Col. E. P. Mussett - AAF-2

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Minutes of the Meeting Held in Room 2178 On 3 December 1946 at 1430

COORDINATION OF COLLECTION ACTIVITIES

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announced that the purpose of the meeting was to take action indicated in the minutes of the 11th IAB meeting to iron out the minor disagreements in "Coordination of Collection."

Activities," and to get this paper back to the IAB, and for publication, as quickly as possible. Later, an MIA Directive on the production of intelligence would be prepared and submitted to the IAB.

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At this point, GENERAL SAMFORD brought up the fact that he believed the Collection Plan should not be considered at all until the overall problem of Coordination of Production and the allocation of responsibilities for production had been met. GENERAL SAMFORD carefully explained that if this overall problem is properly met, the collection plan could follow along without trouble and in greatly abbreviated form.

COLONEL ENNIS stated that he heartily agreed with GENERAL SAMFORD's premise. While both realized that "production" was not the subject of the meeting, yet the consideration of it could scarcely be avoided. COLONEL ENNIS explained at length that the Intelligence Division considered the basic subdivisions of intelligence to be:

- Staff Intelligence whereby each agency produces its own estimates for its own chief.
- Factual Intelligence this comprises the necessary M-Day intelligence in the form of "country books", digests, handbooks, etc.
- 3. Current Intelligence analagous to factual but necessary for day to day use to supplement 1 and 2 above.

COLONEL ENNIS stated and GENERAL SASFORD supported the belief that it was principally in the fields of factual and current intelligence where allocation of responsibilities to agencies must be accomplished. They felt that we must determine the common products of factual intelligence which are necessary to all, thence the capabilities and requirements that each agency feels are peculiar to it in producing these products, and lastly, to then allocate the responsibilities for production to each agency in consonance with these capabilities and requirements.

CAPT. MacKINNON and IR. FEARING stated that while they were both in sympathy with these proposals, they represented the Collection Branches of their agencies and were not prepared to state fully their agency policy on production of intelligence. MR. FEARING and MR. STRONG pointed out that while the service intelligence agencies were principally interested in factual intelligence (i.e. M-Day intelligence), the State Department was compelled to focus priority attention on staff intelligence to meet their own current operational needs. In this connection, the State Department would need to consider the priorities of their own staff intelligence in preparing allocations of factual intelligence.

COLONEL ENNIS elaborated on his proposed coordinated intelligence program. He felt that the fog pervading efforts to coordinate intelligence can only be lifted by framing an objective program along the following lines:

- Prepare the outline SID (to be called NID) based on list of factual intelligence requirements of each agency.
- 2. Allocate to agencies, or to other government departments, chapters and sections of the MID in accordance with their capabilities to research and produce the information.
- 3. The above actions should create within a year a "country book" (intelligence digest) on all areas of the globe.
- 4. In ensuing years, expand and improve the "country books."
 They must never be "frozen." They must never be put on
 a shelf as a completed document. Initially, they are
 admittedly a "thin spread" on a global basis, but they
 are continuously to be made more complete and maintained
 current.

CENERAL SAMFORD supported these views, stated that the NIA Directive should be drawn up along these lines. He stated that CIG should take over any additional parts of the SID that were found to be necessary or that were beyond the capability of the agencies, or that appeared to be best centralized.

It was further pointed out that allocation of responsibilities along this suggested line would allow the head of each intelligence agency to tell his departmental chief exactly what he was obliged to

do within his own agency and would facilitate the necessary support for budgetary and personnel estimates.

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pointed out that while the committee had gone far beyond the expected action, which was to consider , the membership thereof had nevertheless also been empowered by the IAB to discuss a paper on production of intelligence. After discussion and suggestions it was agreed that:

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1. ICAPS would attempt to prepare a revised draft of based upon the written comments brought to the meeting and remarks on that subject made at the meeting. This draft to be circulated for concurrence for resubmission to the IAB.

2. The cormittee and ICAPS would prepare a draft NIA Directive for the allocation of responsibilities for production of intelligence, and submit same to the IAB. This paper would define staff, factual, and current intelligence, and would contain an OUTIINE SID upon which allocations would be based. An annex to this paper would show the allocations as actually agreed to and made.

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- 3. In preparing the Outline SID to be used for above purpose, and COLONEL ENNIS would consult with the Defense Project Committee and ask them to recommend such an SID based upon their experience with their present project. Thereafter, after departmental study, the allocations in conformity therewith would be made by the committee.
- h. That the committee would meet again and as often as necessary to complete this program in high priority.

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MEMORANDUM FOR MA. EDDY

GENERAL CHRABERLIN ADMIRAL INSLIS GENERAL MCDONALD

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SUB-JCT: Coordination of Collection Activities

1. In accordance with the decisions reached at the I.A.B. meeting on 26 Hovember 1946, it is requested that your representatives meet with ICAPS on Monday, 2 December at 2:00 to review the draft of the proposed CIG Directive for the coordination of collection activities which is identified as Enclosure B to

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- 2. It is understood that Mr. Fearing, Colonel Ennis, Captain Davis, and General Empford have been designated as the agency members for this I.A.B. ad hoc subcommittee.
- 3. ICAPS is immediately undertaking a review of the proposed BIA Directive for the coordination of collection activities identified as Enclosure A to in the light of the written suggestions of General Chemberlin and of the general I.A.B. discussion.

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4. ICAFS is undertaking the immediate preparation of a proposed NTA Directive for the coordination of the production and dissemination of intelligence with the necessary CIG implementing directive. Shen completed this implementing directive will also be presented to the I.A.B. ad hoc subcommittee for review.

TOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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Assistant Secretary, N.I.A.

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BRIEF ON (Coordination of Collection Activities)

1. Mr. Eddy in C.I.G. 18 suggested that ICAPS make a tentative report on the basic delineation of responsibilities for collecting foreign intelligence information. General Chamberlin in submitted a proposed agreement which contained a statement of principles on the same subject.

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- 2. Accordingly the Draft N.I.A. Directive in Enclosure A has been prepared by ICAPS in the light of and is submitted for consideration by the I.A.B. The Draft C.I.G. Directive in Enclosure B contains a tentative proposal to implement the overall policies and objectives in Enclosure A.
- 3. I recommend that the T.A.B. acting for the N.I.A. (pursuant to paragraph 3, N.I.A. Directive No. 1) approve the Draft N.I.A. Directive in Enclosure A.
- 4. I would like to make it a matter of record in the minutes that certain collection activities, (namely, those performed by the Office of Special Operations as a result of paragraph 4 a, N.I.A. Directive No. 5, which states:)

"Conduct of all organized Federal espionage and counterespionage operations outside the United States and its possessions for the collection of foreign intelligence information required for the national security."

are not governed by this paper. This recommendation was not made a part of this paper in view of the security classification assigned to the activities of the Office of Special Operations.

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AN ACREEMENT TO COORDINATE THE INTELLIGENCE ACTIVITIES OF THE WAR DEPARTMENT, NAVY DEPARTMENT AND STATE DEPARTMENT

Proposed by the Sutabligance Division, War Department General Stay 1. In order to coordinate the intelligence activities of the War

- Department, Navy Department and State Department and thus save man power without loss of national intelligence efficiency, it is essential:
- a. That there be a minimum of overlap in the intelligence functions of the three departments.
- b. That there be a free and unrestricted interdepartmental flow of information and intelligence.
 - 2. The following principals are therefore agreed to:

a. Primary responsibility

Certain subjects are of primary interest to each of the three departments. Such subjects shall be allocated to each agency respectively and shall be considered the subjects of primary responsibility for that agency. Each agency may retain all intelligence functions relating to the USSR and the satellite nations until such time as it may seem advisable to allocate responsibilities as for other areas.

b. Research of evaluation and analysis

Each agency shall be responsible for research, evaluation and analysis of those subjects for which it has primary responsibility.

c. Collection

Field collection shall follow the line of primary responsibility to prevent duplication of effort. Common sense application should be applied to take advantage of individual initiative and favorable contacts. The principle should never be applied in the sense of regimentation. Matters of principle will be coordinated between departments in Washington. Coordination of collection effort within the scope of enunciated orinciples will be the function of the Chief of Mission. Reports regardless of source will be routed direct to the agency of primary responsibility.

d. Estimates

Each agency is responsible for the production of estimates and other projects for its own department. Agencies will, therefore, provide information and intelligence on their respective subjects of primary responsibility to the other agencies as their needs require.

e. Direct communication

Each agency may call on another agency for information and intelligence on those subjects for which that agency has primary responsibility.

f. Who's who

Each agency shall collect information and maintain files on personalities within their subjects of primary responsibility. A central master file shall be maintained for common reference.

g. Strategic Intelligence Digest

Each agency shall contribute and keep current chapters of a digest of factual information on each country of the world. Chapter responsibility shall be the same as the subjects of primary responsibility. The form of such digest shall follow generally the Strategic Intelligence Digest form now in preparation by the Intelligence Division, War Department.

h. Supervision

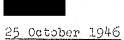
To insure the coordination of the Intelligence agencies and maintain the highest standards of intelligence production, a central agency shall maintain necessary supervision of interdepartmental cooperation and production.

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CENTRAL INTELLIGENCE GROUP

RESPONSIBILITIES OF THE DEPARTMENT OF STATE FOR REPORTING AND COLLECTION OF INFORMATION AND INTELLIGENCE

Memorandum by the Secretary, N.I.A.

As requested, the enclosed memorandum for the Director of Central Intelligence from the Special Assistant to the Secretary of State for Research and Intelligence is circulated for consideration at an early meeting of the Intelligence Advisory Board.

In the meantime, the Enclosure has been referred to the Interdepartmental Coordinating and Planning Staff (ICAPS) for action as suggested in paragraph 5 thereof.

JAMES S. LAY, JR. Secretary, N.I.A.

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ENCLOSURE

Special Assistant to the Secretary of State
Washington

October 18, 1946

MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

Subject: Responsibilities of the Department of State for Reporting and Collection of Information and Intelligence

- 1. The Department of State is increasingly anxious to eliminate duplication of effort, in the field, with respect to collecting and reporting intelligence information. The duplication seems to stem from a failure to define and to distinguish basic departmental responsibilities.
- 2. Current meetings under the sponsorship of your Interdepartmental Coordinating and Planning Staff have explored this problem. It has been touched upon in meetings of the Intelligence Advisory Board. Since volume of information is a major need of all Departments and since duplication of collecting effort to that extent reduces the flow, it is essential that measures be taken promptly to effect sound, efficient utilization of the various departmental overseas reporting and collection services.
- 3. As a prerequisite to any such measures the Departments and the CIG must agree upon basic delineation of responsibilities. To that end, the Department of State proposes that it assume complete responsibility for the overt procurement of information and intelligence in foreign areas on all political, economic, social and cultural matters. It also proposes that it assume the responsibility for scientific information and intelligence with such exceptions as fall within the naval and military fields.

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4. It should be noted that "complete responsibility" does not connote "complete activity". Obviously circumstances will produce variations in capabilities at the separate collecting points, and it is to be expected that each Department will want to assist other Departments wherever possible.

5. The Department of State requests that this proposal be placed on the agenda for an early meeting of the IAB. Meanwhile it is suggested that the subject be referred to ICAPS in connection with its interdepartmental meetings on collection, and that ICAPS be asked to make a tentative report, if possible, before the IAB meeting takes place.

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Special Assistant for Research and Intelligence

cc to: Gen. Chamberlin - ID, WDGS
Adm. Inglis - ONI
Gen. McDonald - A-2

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SPECIAL ASSISTANT TO THE SECRETARY OF STATE WASHINGTON

October 18, 1946

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Subject: Responsibilities of the Department of State for Reporting and Collection of Information and Intelligence.

- 1. The Department of State is increasingly anxious to eliminate duplication of effort, in the field, with respect to collecting and reporting intelligence information. The duplication seems to stem from a failure to define and to distinguish basic departmental responsibilities.
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Special Assistant for Research and Intelligence

cc to: Gen. Chamberlin - ID, WDGS

Adm. Inglis - ONI

Gen. McDonald - A-2